

NEGOTIATING PERSPECTIVES

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U.S. Consul, Krakow
Feb. 12, 2011

Introduction

- ▶ Personal Background
 - Farming/Construction background
 - Educator,
 - Professor,
 - Univ. Administrator
 - Real Estate Agent

 - Many other jobs between these careers
 - Carpenter, sailing instructor, board member, researcher.
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Foreign Service Background

President of the College of the Marshall Islands

U.S. was negotiating Compact of Free Association with Marshalls Islands gov.

Helping implement terms and obtain compliance with agreement

Negotiating Activity

- ▶ Introduction to Negotiating
 - ▶ Groups of 4–5 people
 - ▶ Introduce yourself –
 - ▶ Name
 - ▶ What do you do
 - ▶ Experience with Negotiating
 - ▶ Prepare to be able to introduce your group members to the rest of the audience.
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Negotiating Activity – Part 2

- ▶ Now – without talking
 - ▶ Decide who is the highest ranking person
 - ▶ Once the group has reached a decision
 - ▶ That person will rank the rest of the group and introduce each person in order of rank to the rest of the audience.
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Negotiating Activity – Part 3

- ▶ In several places I have worked, I needed to work with a new group and then introduce the group members in order of rank
 - ▶ How did you decide?
 - ▶ What criteria – age? Job? Importance?
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Outline

- ▶ Introduction to Negotiating
 - ▶ Foreign Service Approaches
 - ▶ Power-based
 - ▶ Interest based
 - ▶ Ethics based
 - ▶ Cultural factors
 - ▶ I Messages
 - ▶ Structured interviews
 - ▶ Summary
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Negotiations – Intro

- ▶ Negotiations are a part of life
 - ▶ Whenever you purchase something
 - ▶ Car buying from another person
 - ▶ Buying from a car dealership
 - ▶ Sometimes want independent advice
 - ▶ Bring a mechanic
 - ▶ Ask father, uncle, friend to help
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Doctor

- ▶ Surgery
 - ▶ What are the alternatives?
 - ▶ Do I have a choice?
 - ▶ How much will it cost?
 - ▶ Can I get it done cheaper?
 - ▶ Many people in U.S. go to Canada for special eye surgeries
 - ▶ Getting a 2nd opinion
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Buying a house, apartment

- ▶ What is included?
 - ▶ Ask a builder – custom built
 - ▶ Use of an agent
 - ▶ Some problems using an agent.
 - ▶ May have a conflict of interest – get you to buy more than you can afford
 - ▶ Get a bigger commission
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Negotiating between friends

- ▶ Some special challenges
 - ▶ May regularly lie to each other – when in a relationship – dating
 - ▶ How does my hair look?
 - ▶ Do I look fat?
 - ▶ Girl pretends to be interested in what boy is talking about.
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Foreign Service Approaches

- ▶ Power Based – Use of legal methods
 - ▶ Diplomatic sanctions – refuse to allow diplomats to be in country
 - ▶ United Nations resolutions
 - ▶ Military blockades, war
 - ▶ Try to influence other nations to join
 - ▶ Iraq, Afghanistan, Pakistan, Korea, etc
 - ▶ Nuclear weapons, biological weapons
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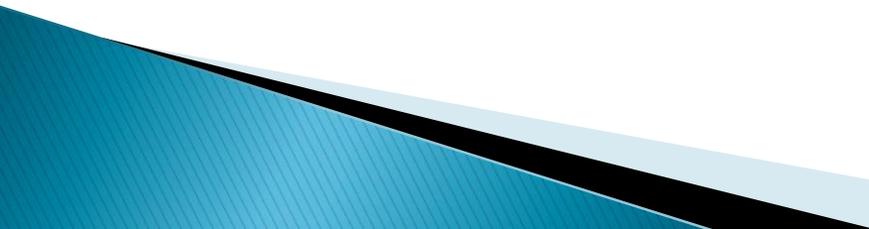
Power based Activity

- ▶ Pick some country in the world
 - ▶ Could be a friendly nation or not friendly nation
 - ▶ Now decide whether they are:
 - ▶ Selling nuclear secrets
 - ▶ Producing biological weapons
 - ▶ Or Entered a military agreement with another nation that your country does not approve of
- Using power based methods – what is your basic plan?

Interest-based Bargaining

- ▶ Economic interests – Trade negotiations
 - ▶ Foreign Commercial service
 - ▶ Banking
 - ▶ Access to raw materials – oil, gas, metals, etc
 - ▶ Ability to sell products – computers, cars,
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Interest-based Activity

- ▶ As a group, pick a nation or a type of company (such as a computer firm, bank, mining firm, car manufacturer, etc.)
 - ▶ What do you need?
 - ▶ What other nation or firm could help you?
 - ▶ What can your firm give in return? (better workers, lower cost of living, lower wage).
 - ▶ What would your negotiated deal look like?
 - ▶ For example, aircraft company.
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Ethics Based

- ▶ Children's issues
 - ▶ Extradition of prisoners
 - ▶ Human Rights
 - ▶ Democracy
 - ▶ Religious issues
 - ▶ What might a deal look like regarding extradition of prisoners?
 - ▶ What must be in place to support this agreement (judicial system, police, ???)
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Cultural factors – 1

- ▶ How do I show respect?
 - ▶ Age
 - ▶ Gender
 - ▶ Job position
 - ▶ Gov. Position
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Cultural Factors – 2

- ▶ Introductions
 - ▶ How do I appropriately greet you?
 - ▶ Who do I introduce first?
 - ▶ Who does the introductions?
 - ▶ Food– coffee, tea, snacks
 - ▶ Full meal –
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Cultural Factors – 3

- ▶ Negotiating settings
 - ▶ Negotiate during a meal? After the meal?
 - ▶ Bargaining rooms? Tables?
 - ▶ Who sits at the table? Allowed in the room?
 - ▶ Assistants?
 - ▶ Translators?
 - ▶ Note Takers?
 - ▶ Security?
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Cultural Factors – 4

- ▶ Gifts?
 - ▶ Laying a wreath?
 - ▶ Honor guards?
 - ▶ Other security?
 - ▶ Motorcades
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Cultural Factors –5

- ▶ Clothing
 - ▶ What signifies that a person is an important person?
 - ▶ Cultural dress
 - ▶ Examples
 - ▶ Marshall Islands
 - ▶ School Board – Marketing contractor wore a suit – almost lost contract
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Cultural Factors – 6

- ▶ Cultural events?
 - ▶ Can occur before, during or after the event
 - ▶ What happens during these events can greatly influence negotiations.
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Hierarchy of needs (Maslow)

- ▶ Basic needs for air, food, water,
 - ▶ Security – safety
 - ▶ Economic
 - ▶ Belonging
 - ▶ Recognition
 - ▶ Control over one's life
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Interviews

- ▶ Talk about separating the person from the issues
 - ▶ How do I get to who this person really is?
 - ▶ What do they value?
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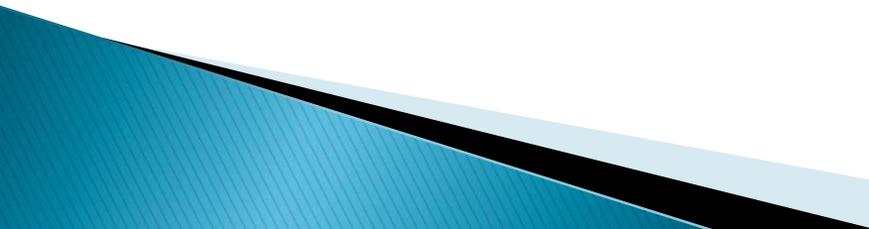
Interview Activity

- ▶ Answer the following questions:
 - ▶ How honest are you – from 1–10 with 10 high
 - ▶ Are you an achiever?
 - ▶ Do people often come to you for help?
 - ▶ Are you an organized person?
 - ▶ Do you sometimes do more than your share of the work?
 - ▶ Can you motivate people?
 - ▶ What is your greatest strength?
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Interviews – Part 2

- ▶ Structured Interviews
 - ▶ Donald Clifton – Gallup, Inc.
 - ▶ First impressions often wrong
 - ▶ Related to a person's own skills/talents
 - ▶ Halo Effect and Crown of Thorns
 - ▶ People often hide from themselves
 - ▶ Interrater reliability
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Preparation – Part 1

- ▶ I am a Foreign Service Generalist
 - ▶ I can be asked to handle a variety of roles
 - ▶ In Nigeria – negotiated housing contracts
 - ▶ Hotel, airline contracts
 - ▶ Diplomatic access – airport
 - ▶ In Marshall Island – gov. control of corruption
 - ▶ Good governance issues, financial reporting
 - ▶ In Poland – agricultural – economic issues in addition to implementing visa policies
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Preparation – Part 2

- ▶ How do I prepare?
 - ▶ Study the new country
 - ▶ History, political system, economics, culture
 - ▶ Food, music, dance, etc
 - ▶ Study specific people
 - ▶ For Poland, studied agricultural systems
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Preparation – Part 3

- ▶ Get to know professional colleagues – Get to know my team first.
 - ▶ For Fiji, I have already started to try to get to know who is working at the Embassy.
 - ▶ What do they do?
 - ▶ Family?
 - ▶ Where did they come from in the U.S.?
 - ▶ Different parts of U.S. have different cultures.
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Summary

- ▶ Negotiating is a part of everyday life
 - ▶ Negotiating changes based on the issues
 - ▶ Power Based
 - ▶ Interest Based
 - ▶ Ethics Based
 - ▶ Cultural Factors
 - ▶ Interviews
 - ▶ Preparation
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Dziękuję Serdecznie

- ▶ Do you have any questions?